

**2018 Evaluation of Chief of Police  
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CITY AND COUNTY OF HONOLULU

HONOLULU POLICE DEPARTMENT

CHIEF OF POLICE PERFORMANCE EVALUATION

PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

Appointed by the Police Commission of the City and County of Honolulu, this position is the administrative head of the Honolulu Police Department. The Chief of Police: exercises overall executive direction, management, coordination, and control of departmental functions/activities; promulgates policies, rules, and regulations necessary for the organization and internal administration of the department; and reports directly to the Police Commission on a regular basis. The Chief shall not engage in any outside employment without first securing written approval from the Commission.

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CHIEF OF POLICE PERFORMANCE EVALUATION  
PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

E	M	B	<b>ACTION PLAN</b>
	\		Provide to the Commission at least annually an Action Plan with objectively measurable metrics for the upcoming evaluation period.
	\		Executes on the Action Plan for this evaluation period attached to this Performance Evaluation as Attachment A.
	\		<b>OVERALL ACTION PLAN</b>

<p><b>ACTION PLAN COMMENTS:</b></p>          
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E=Exceeds Expectations  
M=Meets Expectations  
B=Below Expectations

**CHIEF OF POLICE PERFORMANCE EVALUATION**  
**PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018**

E	M	B	<b>LEADERSHIP</b>
	\		Is an effective, competent and motivated leader who leads by example and inspires others to perform optimally.
	\		Maintains a positive attitude and a high degree of morale among all uniformed, plainclothes, reserve, and civilian employees.
	\		Instills the highest degree of personal and professional credibility ensuring a culture based on integrity, trust, respect, and fairness.
	\		Seeks out and encourages suggestions, participation and collaboration to achieve and improve the goals and objectives of the Department.
	\		Maintains positive relationships with other law enforcement agencies including the Federal, State and other municipalities.
	\		Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments.
	\		<b>OVERALL LEADERSHIP</b>

<b>LEADERSHIP COMMENTS:</b>
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E=Exceeds Expectations  
M=Meets Expectations  
B=Below Expectations

**CHIEF OF POLICE PERFORMANCE EVALUATION**  
**PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018**

E	M	B	<b>MANAGERIAL</b>
	\		Heads a dynamic and interactive Department making organizational changes as needed to ensure optimum departmental functionality and efficiency.
	\		Plans, advocates for, coordinates, delegates and directs, through subordinate management and supervisory personnel, departmental functions and activities to meet the Department objectives and goals utilizing the human resources, equipment resources, technology, facilities, and financial resources, both provided and ideally beneficial.
	\		Selects and appoints, within the authority of the Office of the Chief and in accordance with the Civil Service rules and regulations, personnel to staff key managerial positions; promotes, assigns, and reassigns personnel as necessary to ensure continued growth, knowledge, team building, and resource maximization.
	\		Follows the appropriate collective bargaining agreements and laws when imposing disciplinary actions, including, but not limited to, reprimands, suspensions, and dismissal of personnel utilizing the written standard of conduct.
	\		<b>OVERALL MANAGERIAL</b>

<b>MANAGERIAL COMMENTS:</b>
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E=Exceeds Expectations  
M=Meets Expectations  
B=Below Expectations

**CHIEF OF POLICE PERFORMANCE EVALUATION**  
**PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018**

E	M	B	<b>BUDGET AND FISCAL</b>
	\		Provides timely financial information with sufficient details to the Commission which shall enable the Commission to make recommendations on proposed budgets to the Mayor and to evaluate the Chief's fiscal performance.
	\		Advocates for and secures budgetary appropriation; ensures the approval of expenditures follow proper and responsible fiscal procedures including accounting controls, monitoring, auditing practices and procedures are followed.
	\		Researches, explores, and implements new technology, methods, and cost savings measures that enhance employee safety, manage workloads, and improve time management and accountability.
	\		Seeks out, evaluates and applies for appropriate grants; explains budgetary variances which are more than 10% of the budgeted amounts.
	\		<b>OVERALL BUDGET AND FISCAL</b>

**BUDGET AND FISCAL COMMENTS:**

E=Exceeds Expectations  
M=Meets Expectations  
B=Below Expectations

CHIEF OF POLICE PERFORMANCE EVALUATION  
 PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

E	M	B	<b>TRAINING AND DEVELOPMENT</b>
	\		Creates, implements, supports, and encourages participation in training and educational programs to develop and enhance the skills, abilities, knowledge, awareness and performance of departmental employees.
			Maintains an accessible management training program and a career guidance program for departmental personnel which promotes upward mobility with increasing responsibility.
			Evaluates and enhances the recruit training program so as to ensure that the best qualified personnel are vetted, recruited, and retained.
			Minimizes vacant positions by instilling integrity and pride and by providing support for all personnel.
			<b>OVERALL TRAINING AND DEVELOPMENT</b>

TRAINING AND DEVELOPMENT COMMENTS:
------------------------------------

E=Exceeds Expectations  
 M=Meets Expectations  
 B=Below Expectations

CHIEF OF POLICE PERFORMANCE EVALUATION  
 PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

E	M	B	<b>COMMUNICATION AND COMMUNITY RELATIONS</b>
	\		Communicates, articulates, and conveys ideas, thoughts, knowledge and information, both orally and in writing, in easy to understand language.
	\		Develops, fosters and maintains public relations by instilling confidence, trust, respect, common courtesy, openness and transparency with the public, the private sector, and the media.
	\		Provides the public with efficient access to police services, including 911, articulates the values, including leadership, integrity, excellence, accountability and teamwork, of the Department to the community.
	\		Enhances public awareness of police presence and protective mission while promoting the guardian relationship.
	\		<b>OVERALL COMMUNICATION AND COMMUNITY RELATIONS</b>

COMMUNICATION AND COMMUNITY RELATIONS COMMENTS:

E=Exceeds Expectations  
 M=Meets Expectations  
 B=Below Expectations



**CHIEF OF POLICE PERFORMANCE EVALUATION**  
**PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018**

E	M	B	<b>POLICE COMMISSION</b>
			The Chief shall be accountable solely to the Commission as the appointing authority, except as may be otherwise provided by the Charter. To foster this accountability, the Chief shall:
			Inform the Commission regarding the decisions enumerated in the Position Description For Chief Of Police;
			Maintain a cooperative relationship with the Commission in readily sharing information, concerns, and problems, seeking counsel/advice from the Commission on matters within its purview;
			Regularly attend meetings of the Commission;
			Provide the Commission with any and all information and/or documentation necessary for the Commission to conduct the annual evaluation of the Chief's performance, including, but not limited to, making an annual report to the Commission on the state of affairs and condition of the Department, as required by HRS, Section 52D-2;
			Provide the Commission with a copy of the Chief's annual disciplinary report to the Legislature, required by HRS Section 52D-3.5;
			Develop for Commission review and recommendation a reasonable five-year plan for the Department, including objectives and goals. Periodically update the plan's goals and objectives and oversee the departmental progress in the achievement of the goals and objectives reporting the same to the Commission. Works with the Commission in monitoring and evaluating whether the Department objectives and goals are being met.
			<b>OVERALL POLICE COMMISSION</b>

<b>POLICE COMMISSION COMMENTS:</b>
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E=Exceeds Expectations  
M=Meets Expectations  
B=Below Expectations

CHIEF OF POLICE PERFORMANCE EVALUATION  
PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

Dated: Honolulu, Hawaii January 17, 2018

HONOLULU POLICE DEPARTMENT

By: Susan Ballard  
Susan Ballard, Chief of Police

HONOLULU POLICE COMMISSION

By: Max J. Sword  
Max J. Sword, Chair

By: Loretta A. Sheehan  
Loretta A. Sheehan, Member

By: Steven H. Levinson  
Steven H. Levinson, Member

By: Karen Chang  
Karen Chang, Member

By: Gerard C. Gibson  
Gerard C. Gibson, Member

APPROVED AS TO FORM AND LEGALITY

CORPORATION COUNSEL REVIEW AND APPROVAL NOT REQUIRED.  
Deputy Corporation Counsel

CHIEF OF POLICE PERFORMANCE EVALUATION  
PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

Attachment A

Chief of Police 2018 Action Plan

1. PREVENT AND SOLVE CRIME
  - A. DEVELOP AND IMPLEMENT A CYBERCRIME UNIT
  - B. EXPAND THE USE OF THE COMPUTER FORENSIC SECTION
  - C. WORK WITH AND IMPLEMENT PROCEDURES TO CONTINUE TO COMBAT DOMESTIC VIOLENCE
  - D. EXPAND THE INVESTIGATIONS FOR ELDER ABUSE AND FRAUD AGAINST THE ELDERLY
  - E. CREATE A JUVENILE SERVICES DIVISION
  - F. INITIATE A STUDY ON PATROL STAFFING
  - G. INITIATE A STUDY ON BEAT ALIGNMENTS
  - H. PARTICIPATE IN COORDINATED RESPONSES TO HOMELESS
  
2. RECRUIT AND RETAIN QUALITY EMPLOYEES
  - A. REVIEW AND REVISE STANDARDS OF CONDUCT
  - B. EXPEDITE THE HIRING PROCESS FROM ONE YEAR TO 7 MONTHS OR LESS
  - C. EVALUATE AND MODIFY THE DISQUALIFICATION CRITERIA FOR INCOMING RECRUITS
  - D. FILL 200+ SWORN VACANCIES
  - E. FILL 100+ CIVILIAN VACANCIES
  - F. CREATE NEW POSITIONS BASED ON THE PATROL STAFFING AND BEAT ALIGNMENT STUDIES
  - G. EXPAND THE POLICE RESERVE PROGRAM BY 10%
  - H. EXPAND THE EXPLORERS PROGRAM AS PART OF THE RECRUITING EFFORT BY 10%
  
3. IMPROVE ORGANIZATIONAL EFFICIENCY
  - A. EVALUATE CRIME REPORTING SYSTEM AND REPLACE WITH A NEW COMPUTER AIDED DISPATCH AND RECORD MANAGEMENT SYSTEM
  - B. REVIEW THE CRIME INTELLIGENCE UNIT PURPOSE AND PERSONNEL
  - C. REVIEW THE PROFESSIONAL STANDARDS OFFICE PROCEDURES TO SPEED UP INVESTIGATIONS
  - D. EVALUATE ORGANIZATION CHART AND COMBINE DIVISIONS IF NEEDED FOR EFFICIENCY
  - E. INCREASE THE USE OF ON LINE REPORTING BY 10%
  - F. CREATE REPORTING AREA FOR THE PUBLIC AT THE ALAPAI STATION

CHIEF OF POLICE PERFORMANCE EVALUATION  
PERIOD: JANUARY 1 THROUGH DECEMBER 31, 2018

4. ADVANCE USE OF TECHNOLOGY
  - A. INCREASE THE USE OF BODY WORN CAMERAS TO 1,000 PATROL OFFICERS
  - B. INITIATE THE USE OF DASHBOARD CAMERAS IN CITY OWNED PATROL VEHICLES
  - C. EVALUATE AND IMPLEMENT THE USE OF VIRTUAL REALITY TRAINING
  - D. EXPAND THE USE OF ON LINE TRAINING BY 10%
  
5. IMPROVE TRAINING
  - A. AUDIT RECRUIT TRAINING AND ALIGN THE TRAINING WITH CURRENT BEST PRACTICES
  - B. AUDIT THE ANNUAL RECALL TRAINING AND ALIGN THE TRAINING WITH THE CURRENT BEST PRACTICES
  - C. ANNUAL ETHICS AND INTEGRITY TRAINING FOR ALL EMPLOYEES
  - D. CONTINUE LEADERSHIP TRAINING CLASSES FOR THE COMMAND STAFF
  - E. EXPAND EDUCATIONAL OPPORTUNITIES FOR OFFICERS
  
6. RESTORE COMMUNITY TRUST
  - A. PATROL DIVISIONS DEVELOP COMMUNITY SPECIFIC PRIORITIES
  - B. DEPARTMENT SPOKESPERSONS
  - C. MAINTAIN COMMUNITY OUTREACH, PARTNERSHIPS
    - a. Coffee with a Cop
    - b. Citizen Police Academy
    - c. Business Police Academy
    - d. Youth Police Academy
  - D. RESPOND TO COMMUNITY REQUESTS FOR POLICE INFORMATION IN A TIMELY MANNER

## PERFORMANCE EVALUATION

### ACTION PLAN

1. **Provide to the Commission at least annually an Action Plan with objectively measurable metrics for the upcoming evaluation period.**

My initial plan was presented to the department and the Honolulu Police Commission at the end of 2017. This plan was the initial 5 year plan which communicated the vision, mission, values, and priorities of the department. A more formalized strategic plan was created in mid-2018 which includes a tracking tool. The tracking tool provides additional information regarding the goals and objectives as well as measurable actions through 2022.

2. **Executes on the Action Plan for this evaluation period attached to this Performance evaluation as Attachment A.**

Please refer to the tracking tool portion of Attachment A.

### LEADERSHIP

1. **Is an effective, competent and motivated leader who leads by example and inspires others to perform optimally.**

I try to always set a good example for the officers and am always willing to meet with them and listen to their concerns. While addressing employees I always attempt to explain the "why" behind changes made and the importance of serving our community with professionalism.

2. **Maintains a positive attitude and a high degree of morale among all uniformed, plainclothes, reserve, and civilian employees.**

Nothing is easier than a smile, wave, and a good morning/afternoon/evening. Building trust between the employees and command has been one of my goals. To do this, I have ridden with officers on patrol, visited elements throughout the department, increased communication with Vlogs, and changed the formal annual inspections to question and answer settings.

**3. Instills the highest degree of personal and professional credibility ensuring a culture based on integrity, trust, respect, and fairness.**

I always try to do what I say I am going to do and do it with integrity and respect. Integrity and professionalism are common themes I discuss when addressing employees. I believe our employees understand that I expect for all of us to be held accountable for our actions, both good and bad. One of my most common statements to employees is for each of us to own our mistakes, learn from them, and move on.

**4. Seeks out and encourages suggestions, participation and collaboration to achieve and improve the goals and objectives of the Department.**

This administration reminds the command staff at every opportunity that their input and suggestions are welcome. Furthermore, the command staff has been encouraged to create the same atmosphere within their divisions.

**5. Maintains positive relationships with other law enforcement agencies including the Federal, State and other municipalities.**

We have met with all levels of law enforcement and have now established an excellent rapport and relationship with each and every agency. There is regular communication with the other three county police departments, new initiatives such as Threat Team Oahu with the FBI, and a renewed effort to actively participate in the Major Cities Chiefs Association.

**6. Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments.**

We regularly meet with the Managing Director, Mayor, City Council and the governor regarding how best to address various problems. HPD regularly testifies at City Council regarding special projects or changes to the Revised Ordinances. Several examples are the homeless projects such as LEAD and LIFT as well as the assisting COR with the regulating and enforcement of the Lime Bike issue.

## MANAGERIAL

- 1. Heads a dynamic and interactive Department making organizational changes as needed to ensure optimum departmental functionality and efficiency.**

HPD continues to evolve due to the demands of the community and the increased use of technology. We must also recognized the strength and weaknesses of the command staff and make adjustments to grow them as commanders as well as for the efficiency of HPD. Examples of organizational chages are:

Specialized Services Division was moved from Special Field Operations to Regional Patrol Division.

Intelligence Enforcement Unit was moved from the direct supervision of the Chief to the Deputy Chief of Field Operations.

Peer Unit revitalized and moved from Chiefs Office to the Community Affairs Division.

Several command personnel have been moved to new assignments that better suit their strengths and to also grow them as command level personnel.

- 2. Plans, advocates for, coordinates, delegates and directs, through subordinate management and supervisory personnel, Departmental functions and activities to meet he Department objectives and goals utilizing the human resources, equipment resources, technology, facilities, and financial resources, both provided and ideally beneficial.**

Through regular meetings with the Assistant Chiefs and command staff, I ensure that their actions are in line with the goals and objectives identified in the strategic plan. We continue to advocate for additional positions as well as reallocate current positions to ensure that the department is prepared to address new challenges. Examples include, the recently created Community Outreach Unit tasked with addressing homeless issues, the eCitation program which ensures for more efficient and accurate citations, and the Alternate Call Service which provides better

customer service to the community while increasing the time patrol officers have to interact with the community.

- 3. Selects and appoints, within the authority of the Office of the Chief and in accordance with the Civil Service rules and regulations, personnel to staff key managerial positions; promotes, assigns, and reassigns personnel as necessary to ensure continued growth, knowledge, team building, and resource maximization.**

The promotion process for excluded managers was revised with the approval of the Department of Human Resources. Since being appointed, the promotion process was conducted on three separate occasions resulting in the promotion of 14 Captains, 6 Majors, and 3 Assistant Chiefs. The department is still critically short of key managerial positions due to retirements and the lack of promotions during 2016 and 2017. No promotions for EMs were held between February and November of 2017, which has created a lack of qualified applicants as senior managers retire. The next promotion process will be conducted in February of 2019 with additional promotions to follow later in the year.

The frequency of how often managers are moved is constantly balanced between providing the manager continued growth opportunities and ensuring the commander has a vested interest in the success of his/her current assignment. Due to the current situation we have been limited in providing growth opportunities. However this effort will gain greater emphasis as more the senior level positions are filled.

- 4. Follows the appropriate collective bargaining agreements and laws when imposing disciplinary actions, including, but not limited to, reprimands, suspensions, and dismissal of personnel utilizing the written standard of conduct.**

Fairness and following the collective bargaining agreements are always followed when the Administrative Review Board reviews a disciplinary case. HPD is now working closely with SHOPO to try and resolve grievances prior to them going to arbitration. This not only saves the city money but most importantly allows the officers to know that they will be dealt with fairly.



## BUDGET AND FISCAL

- 1. Provides timely financial information with sufficient details to the Commission which shall enable the Commission to make recommendations on proposed budgets to the Mayor and to evaluate the Chief's fiscal performance.**

We have done two presentations regarding the budget to the Police Commission.

- 2. Advocates for and secures budgetary appropriation; ensures the approval of expenditures follow proper and responsible fiscal procedures including accounting controls, monitoring, auditing practices and procedures are followed.**

Due to the budget process starting 18 months prior to the start of the fiscal year, we are currently working through the first budgetary process affecting the current goals and objectives. The current focus is on additional positions to be filled and additional overtime budget to fund the minimum 80% patrol staffing. We also meet regularly with the Managing Director and Mayor regarding our needs to move HPD forward.

- 3. Researches, explores, and implements new technology, methods, and cost saving measures that enhance employee safety, manage workloads, and improve time management and accountability.**

The Training Division and ITD continue to explore new technology such as the Bolo-Wrap, Tazer 7, virtual reality training, eCitations, mobile handheld devices for communication and evidence gathering, expanding online training opportunities. HPD also recently executed contract for the new Computer Aided Dispatch System and Records Management System which are the backbone to all communication and statistics for the entire department.

- 4. Seeks out, evaluates and applies for appropriate grants; explains budgetary variances which are more than 10% of the budgeted amounts.**

The HPC has been aware of the staff shortage as well as the goals to fill the patrol beats at a minimum of 75%. This has caused overtime to exceed the budget current budget of \$10.5M and is currently at \$14.8M. The Managing Director has been kept informed as well as BFS. The Finance Division continues to monitor the OT use and has made adjustments to FY20 budget to account for the increased use of OT.

This is the only variance more than 10% for the FY19 budget.

HPD has a total of 28 active grants which cover 57 projects with a total of \$13.7M in funding.

### TRAINING AND DEVELOPMENT

- 1. Creates, Implements, supports, and encourages participation in training and educational programs to develop and enhance the skills, abilities, knowledge, awareness and performance of departmental employees.**

The department's Higher Education Reimbursement Program continues to encourage attaining a higher education degree by providing partial tuition assistance to employees seeking college level law enforcement related coursework. In FY19 we have paid 20 reimbursements for 13 employees for a total of \$16,800.

The department is currently implementing Crisis Intervention Training and Mental Health First Aid programs which will provide officers with more tools to identify and deal with persons experiencing a mental health crisis.

Employees now have the option to participate in resilience training which provides information and tools on how to handle the persistent stress law enforcement employees' experience.

Additional training being considered is a peer intervention program which provides officers the tools to step in if they see their coworker placing themselves in compromising situations.

**2. Maintains an accessible management training program and a career guidance program for departmental personnel which promotes upward mobility with increasing responsibility.**

HPD has programs that allow patrol officers to work in Criminal Investigation Division as a Detective to learn how to process cases. In addition, all ranks are allowed to work in a temporary capacity at the next highest rank when their supervisors are on vacation, sick, etc. We also have a week long supervisor training program for Sergeants, Lieutenants and Captains.

**3. Evaluates and enhances the recruit training program so as to ensure that the best qualified personnel are vetted, recruited, and retained.**

The duties associated with the entire application process were assumed by HPD in 2018. A new testing process was also implemented in 2018 and the first class utilizing this process began in December 2018. While it is too soon to provide a complete evaluation, the class started with over 40 recruits which is nearly double the size of recent recruit classes.

The recruit curriculum was also recently reviewed as part of the strategic plan. Changes to include additional training for officer safety and wellness were added as well as communication class which moves officers toward more of a guardian mentality vs. warrior mentality. The recruit curriculum will continue to be reviewed to ensure we are producing officers that provide excellent service to the community while retaining healthy productive employees.

**4. Minimizes vacant positions by instilling integrity and pride and by providing support for all personnel.**

I attempt to instill integrity and pride by being open and willing to talk to anyone who wishes, providing positive reinforcement through awards and

commendations, visiting divisions as often as possible, and leading by example.

The Peer Support Unit was revitalized with over 34 qualified peer support volunteers. The Peer Support Unit provides services to both the employees and their families at no charge and encourages employees to seek help without the fear of official documentation.

### COMMUNICATION AND COMMUNITY RELATIONS

- 1. Communicates, articulates, and conveys ideas, thoughts, knowledge and information, both orally and in writing, in easy to understand language.**

This has been consistently done via formal interviews, Departmental Notices, presentations/speeches, and informally through Vlogs as well as internal and community group question and answer sessions.

- 2. Develops, fosters and maintains public relations by instilling confidence, trust, respect, common courtesy, openness and transparency with the public, the private sector and the media.**

Chief Ballard focused on re-establishing relationships with the community and partner agencies. To date her efforts include:

- Meeting with 40 non-HPD agencies
- Speaking at 58 events
- 11 interviews with media outlets
- 13 press releases for high profile incidents/issues

- 3. Provides the public with efficient access to police services, including 911, articulates the values, including leadership, integrity, excellence, accountability and teamwork of the Department to the community.**

There have been no complaints from the public regarding a lack of access to police services, including 911. There was an isolated incident in which

cellular customers in Royal Kunia lost 911 connectivity due to their own system failure. An officer was dispatched to monitor the area. Media outlets were notified and a seven digit phone number was established until the issue was resolved.

Additional efforts continue to create alternatives to the 911 system for non-emergency issues.

Each interview or public event included references to the Department's values and dedication to the community.

**4. Enhances public awareness of police presence and protective mission while promoting the guardian relationship.**

Both in public and internally the importance of non-enforcement interactions between the police and community is stressed. The effort in many of the strategies is to create the time and opportunity for officers to interact with the community which helps create the guardian relationship.

**POLICE COMMISSION**

**1. Inform the Commission regarding the decisions enumerated in the Position Description for Chief of Police.**

Through attendance at HPC meetings and discussions with commissioners I have kept the Commission informed regarding decisions related to disciplinary issues, the direction, goals and objectives of the department, new initiatives, challenges the department is experiencing, the budget, attendance of special events and conferences, and activities involving other law enforcement, government, and non-profit organizations.

Please review the HPC minutes and correspondence that occurred during 2018 for further details.

**2. Maintain a cooperative relationship with the Commission in readily sharing information, concerns, and problems, seeking counsel/advice from the Commission on matters within its purview.**

While I have not always agreed with commissioners, I have regularly met with commissioners outside of the regularly scheduled commission meetings to gain their advice and share information related to the matters within the Commission's purview. When possible, I have also ensured that the commission chair is notified of incidents of notoriety.

**3. Regularly attend meeting of the Commission.**

I have attended 18 of the 21 HPC meetings to date. The three meetings I missed occurred while I was off island for work related conferences. On several occasions I returned from vacation leave specifically to attend the meeting.

**4. Proved the Commission with any and all information and/or documentation necessary for the Commission to conduct the annual evaluation of the Chief's performance, including, but not limited to, making an annual report to the Commission on the state of affairs and condition of the Department, as required by HRS, Section 52D-2.**

The strategic plan and the 2018 update which included the status of the goals and objectives were submitted and discussed with the Commission.

The HPC has also been informed of ongoing labor relations issues such as the HLRB proceedings.

Internal employee survey and a community survey results were also shared with the HPC.

**5. Provide the Commission with a copy of the Chief's annual disciplinary report to the Legislature, required by HRS Section 52D-3.5.**

The 2017 report identified by HRS, Section 52-3.5, was submitted to the HPC and discussed during the February 21, 2018, meeting. We are on schedule to submit the 2018 report by the end of January, 2019.

- 6. Develop for the Commission review and recommendation a reasonable 5 year plan for the Department, including objectives and goals. Periodically update the plan's goals and objectives and oversee the departmental progress in the achievement of the goals and objectives reporting the same to the Commission. Works with the Commission in monitoring and evaluating whether the Department objectives and goals are being met.**

The strategic plan identifying goals, objectives, and measurable actions was presented to the department and the Honolulu Police Commission at the end of 2017. This plan was the initial 5 year plan which communicated the vision, mission, values, and priorities of the department. A more formalized strategic plan was created and updated in mid-2018 which includes a tracking tool. The tracking tool provides additional information regarding the goals and objectives as well as measurable actions through 2022. The most recent update for the 2018 goals was presented to the HPC in November of 2018.

# Goals and Objectives Tracking Tool

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
1.1 Emphasis on Transparency and Accountability	Chief, AB, Admin Operations	Increase internal communication	2018 - 2022	Announcements and Vlogs by Chief	<p>2018 The following are Chief Ballard's efforts in increasing the amount of internal communication from January to October of 2018:</p> <ul style="list-style-type: none"> <li>Reviewed 24 divisions. The "Review" format has been changed from an inspection to a question and answer session</li> <li>As of October 2018, eleven (11) Vlogs were published with nearly 10,000 views.</li> <li>This Action will continue to be tracked</li> </ul>
	Admin Operations	Review and refine the department's response to public requests for information	2018 - 2019	Decrease in number of OIP complaints	<p>2018 From January through September of 2018, the department responded to over 40,000 requests for public records. No complaints were filed with the OIP in 2018. This is likely a result of changes made in 2018. Reviews of our process and recently issued OIP opinions were conducted. As a result, the department made changes by implementing uniform training, initiating discussions with outside organizations, and making better use of technology to ensure OIP complaints are minimized. This action will continue to be monitored, however due to the low number of complaints, this action will be removed from the official Strategic Plan.</p>
	Field Operations	Organize employee feedback forums	2018 - 2022	Conduct annual survey and follow up surveys as applicable	<p>2018 In March of 2018, an anonymous survey was conducted which included responses from 289 sworn personnel. The results were shared with the Honolulu Police Commission and posted for departmental employees to review. All personnel are to be included in subsequent annual surveys.</p>
	CPI, RPD	Emphasize personal contact between officers and citizens	2018 - 2022	Community willingness to collaborate in the reduction of crime, fewer citizen complaints	<p>2018 Additional emphasis placed on the District 1 "Know your Beat" program in which patrol officers are proactive in meeting with community members. This initiative to begin in District 6 by the end of 2018. Similar efforts to be made islandwide in 2019.</p>
1.2 Improve Employee-Citizen Interaction	AD	Provide customer service training to all employees	2019 - 2021	2019 - Identify appropriate customer service training and platform 2019 to 2022 - Train all HPD personnel and incorporate training into employee orientation	



Objectives	Bureau(s)	Actions	Year	Measurements	Notes
1.3 Maintain Community Outreach	CPB, RPB, SFOB	Town Hall meetings	2019	Participation by community members; reduction in complaints against personnel	
		Coffee with a Cop	2018 - 2022	Participation by community members; reduction in complaints against personnel	2018 Although the participation of community members was not tracked in 2018, each patrol district hosted one event each quarter totaling 32 events.
		Public appearances by the Chief of Police	2018 - 2022	Number of public appearances by the Chief of Police	2018 Chief Ballard focused on re-establishing relationships with the community and partner agencies. This pace is not likely to be sustainable. To date her efforts include: <ul style="list-style-type: none"> <li>• Meeting with 40 non-HPD agencies</li> <li>• Speaking at 58 events</li> <li>• 11 interviews with media outlets</li> <li>• 13 press releases for high profile incidents/issues</li> </ul>
		Increase citizens, business, and youth police awareness	2019 - 2020	Participation by community members; reduction in complaints against personnel	

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
1.4 Improve the Disciplinary Process	AB, Admin Operations	Review Restriction of Police Authority (ROPA) and termination process	2018	Completion of ROPA and termination process review implementation if recommend internal changes if necessary	2018 Greater communication between element commanders and investigative units has provided more timely and thorough evaluations of officers who have been placed on and removed from ROPA Average time spent on ROPA: 2016 4-1 months 2017 7-25 months 2018 1 month
		Review Standards of Conduct and discipline matrix	2018	Review completed internal changes made regarding common procedural and conduct violations	2018 Review completed in early 2018. Internal changes made regarding common procedural and conduct violations
				Professional Standards Office to track time taken to complete an investigation and length of time for case to be adjudicated by ARB	2018 Additional emphasis placed on completing PSO investigations included weekly progress updates held with the Deputy Chief and PSO command staff. The PSO has also implemented a case-specific tracking form which establishes a comprehensive task list and completion milestones for each case
		Expedite misconduct investigations	2018	Track number of cases referred to Divisions compared to previous years	Time to Investigate 2017 101 Days 2018 70 Days Time to Adjudicate 2017 76 Days 2018 54 Days Cases Referred to Divisions 2017 701 2018 468 (Through October 2018) The number of cases referred to division commanders continues to decrease due to previous steps taken to increase awareness of policy requirements. These items are not part of the 2019 Strategic Plan but will continue to be monitored for continued improvement.

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
2.1 Strengthen Cyber-Crime Investigation Capabilities	IC	Create and expand Cybercrime Unit	2019 - 2022	2018 - Create MOPs, include new positions during budget process 2019 - Create unit, purchase equipment, secure training for personnel. 2020-2022 - Expand unit by re-allocating personnel based on number of cases initiated, conferred, accepted and successfully prosecuted	2018 MOPs are currently being prepared and are anticipated to be completed by the end of 2018. Ten additional positions have been requested via the budget process
		Provide analysis of DV situation and suggestions for improvement	2018 - 2019	2018 - Complete analysis and present findings 2019 - Plan and implement recommendations	2018 The analysis has been completed, which also utilized the 2017 audit by the Office of the City Auditor. Several changes have been implemented, such as improved data management within CID to better allocate resources and support for legislation, which would improve prosecution of domestic violence cases and provide TRO access through the CRS to all department personnel
2.2 Increase Emphasis on Domestic Violence (DV)	IB Admin Operations	Improve relationships with DV partners	2018 - 2019	2018 - Reach out to DV service providers Track number of meetings and partnerships 2019 - Expand SOS program beyond Districts 1, 7, and 8	2018 Various elements met with DV service providers (approximately 10 times). The most active partnerships are currently with DVAC, DV Coalition, and the Women's Legislative Caucus.
		Decrease number of DV cases involving HPD personnel	2018-2022	2018 - PSO to analyze DV cases involving HPD personnel and present findings 2019 - Implement course of action to decrease DV cases Continue to track number of cases involving personnel	2018 PSO completed the initial analysis from 2015 to present, and will be presenting the findings to the command staff in December 2018
2.3 Establish an Elder Abuse and Fraud Detail	IC	Create Elder Abuse/Fraud Detail	2019 - 2020	2019 - Create MOPs, purchase equipment, and secure training for personnel 2020 to 2022 - Reallocate personnel and build units as appropriate based on caseload and personnel strength	

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
2.4 Review Patrol Staffing and Strategies	Field Operations	Determine if Beats Districts need restructuring	2018 - 2019	2018 - Fill vacant Analyst VI position and begin data collection and make recommendation 2019 - Implementation of changes based on recommendations	2018 Management Analyst VI position has not been filled however data collection has begun. A recommendation regarding Beat/District restructuring is anticipated in early 2019.
		Increase staffing of beats by 5% each calendar year	2018-2022	2018 - 75% minimum staffing 2019 - 80% minimum staffing 2020 - 85% minimum staffing 2021 - 90% minimum staffing 2022 - 95% minimum staffing	2018 95% of all shifts met the minimum staffing requirement (75%)
		Create community-specific priorities	2018 - 2022	2018 - Identify mechanism to gather community input 2020 - Gather input and create plan of action specific to community response 2020 to 2022 - Continued improvement on community priorities	2018 Element commanders to survey Neighborhood Board members. Standardized surveys to be created and discussed with Neighborhood Boards in 2019.
		Coordinate response with community agencies	2018 - 2022	2018 - Create management position to coordinate HPD and community agency efforts 2019 - 2022 Build on successful programs and track progress	2018 A captain was assigned to create a community outreach unit. This unit has coordinated with multiple government and non-profit organizations to focus efforts in addressing the homeless population.
2.5 Address Homelessness and Mental Health Issues	Field Operations SFOB	Expand Honolulu HELF to all district Community Policing Teams	2018 - 2022	2018 - Create master schedule based on pilot program	2018 Districts 1,5,6,7 have begun implementing the H.E.L.P. program. • District 2- end of 2018 • District 3- mid 2019 • Districts 4 & 8 - early 2019
		Initiate Crisis Intervention Team (CIT) and Mental Health First Aid (MHFA) training	2018 - 2021	2018 - Begin Train the Trainer for CIT 2019 - Begin training Patrol Officers on CIT; Begin training Patrol and Communications on Mental Health First Aid 2020 to 2021 - Continue training until all sworn employees have received MHFA training.	2018 CIT - A technical assistance grant from the Department of Justice was applied for and won in the spring of 2018. Throughout 2018, HPD met with approximately 20 government agencies, non-profits, and other service providers to write an implementation plan. This is anticipated to be completed by the end of 2018. The Train the Trainer course is scheduled for January of 2019. MHFA - The Train the Trainer course for this program is scheduled to begin in December of 2018.

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
2.6 Advance Use of Technology	SSB SFOB, IB, RPB, CPB Field Operations	Implementation of body-worn cameras	2018 - 2020	<p>2018 – Implement BWCs in 25% of all patrol districts</p> <p>2019 – Implement BWCs in 75% of all patrol districts</p> <p>2020 – Implement BWCs in 100% of all patrol districts and Traffic Division</p>	2018 As of October, 15% of the patrol districts have implemented the use of BWCs. The department is on track to reach the 25% by the end of 2018.
		Implementation of in-car cameras	2019 - 2021	<p>2019 – Initiate in-car camera field testing before the end of the year</p> <p>2020 – Evaluate program and implement if the field testing is successful, initiate any necessary network infrastructure upgrades by end of the year</p> <p>2021 – Initiate rollout of in-car cameras in all existing fleet used for patrol purposes</p> <p>Continue installation into any police vehicle procured each fiscal year thereafter (approximately 30-50 per year)</p>	
		Increase utilization of open source information	2019	2019 - Creation of MOPs, reallocation of personnel, begin tracking number of reports initiated and investigations supported	
		Implement use of unmanned aircraft systems for catastrophic events	2019 - 2022	<p>2019 – Work on changing legislation to allow use of UAVs</p> <p>2020 - 2022 Track number of UAVs, number of licensed employees, and number of times utilized</p>	
		Creation of permanent Video Management Unit	2018 - 2022	<p>2018 – Create and fully staff with one sergeant and six officers, a Video Management Unit (VMU) to support the BWC program and process all requests to obtain police related videos</p> <p>2019 – Evaluate staffing requirements and expand/modify based on workload and number of requests</p>	2018 The VMU currently has 1 Sergeant and 6 Officers on Special Assignment to the unit. Evaluation of the unit and the appropriate level of permanent staffing will continue as the BWC program progresses



Objectives	Bureau(s)	Actions	Year	Measurements	Notes
2.7 Strengthen Threat Assessment Capabilities	IB, SFOB	Partner with FBI initiative; Threat Team Oahu	2018 - 2019	2018 - Formalize partnership with FBI and related partners 2019 - Assess and Expand program as needed	2018 HPD has completed this action Threat Team Oahu meets regularly to discuss current cases involving threats of violence on Oahu

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
3.1 Expedite Hiring Process	AB	Continued evaluation of the MPR application process  Adopt lateral transfers	2018 - 2019	2018 - Continue with new application process to determine challenges 2019 - Implement changes in process Measured by number of recruits and length of time it takes to move from application to placement in to scheduled recruit class	2018 The 191st MPR class will be the first to be hired under the new application process. It is scheduled to start on December 3, 2018, with a class size of approximately 45 recruits. This is a substantial increase from previous class sizes of 20-30. Time from application to being offered the position was improved from an average of 14 months to 6 Months <b>Challenge Identified:</b> Only 10% of qualified applicants are able to pass the background checks. A plan to identify and attract better qualified applicants is being created.
			2018 - 2020	2018 - Research similar programs 2019 - Determine standardized qualifications and create academy curriculum 2020 - Begin accepting/training	2018 Initial research and meetings with the Department of Human Resources indicate that it would be possible to process lateral transfers into full time employee positions. Additional research into best practices regarding pre-employment checks, training and experience qualifications, and pay are ongoing.
		Fill vacant civilian positions	2018 - 2020	2018 - Hiring of Human Resources Specialist V 2019 - Begin reallocation 2020 - Request deactivated positions to be reactivated	2018 The Human Resources Specialist ("HRS") V was hired in July of 2018. Since July, 20 vacant positions have been filled. The tasks of reallocating positions and correcting the official organizational chart has also been added to the HRS V's duties as they are necessary steps to continue filling vacant positions.
3.2 Review Promotion Process for All Ranks	AB	Compare promotion process to departments across the nation	2018	2018 - Evaluation of current process and propose changes 2019 - Work with stakeholders regarding proposed changes 2020 - Implement new process	2018 The promotion process is still under evaluation. Due to other strategic priorities, the evaluation is expected to continue into 2019.
3.3 Expand Explorers Program	SFOR	Increase participation	2018 - 2019	2018 - Review current recruitment and application process Make appropriate changes 2019 - Continue with recruitment efforts Measure level of participants compared to historical levels	2018 A review of recruitment efforts and the application process has been completed. Recruitment efforts had increased at the end of 2018 by physically visiting schools and increasing recruitment efforts via social media. The application process was determined satisfactory and will remain unchanged. Participation has increased from 32 in 2017 to 37 in 2018.
3.4 Promote Employee Wellness and Support	SFOB	Implement wellness and resiliency programs	2018 - 2019	2018 - Identify current wellness and support programs Begin offering greater variety of courses 2019 - Evaluate offerings in 2018 and adjust courses/programs Number of courses and number of employees receiving wellness or support training	2018 A train the trainer course in Resiliency was provided by the FBI National Academy Association in which 10 HPD employees were certified as Resilience Trainers. Three Resiliency classes have been held for current employees and another class is scheduled for the incoming recruit class. Additional courses regarding employee wellness are being reviewed for future implementation.

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
4.1 Create Alternative Reporting Services	Field Operations SSB	Increase public use of online reporting	2018 - 2019	2018 - Review current online reporting site Make appropriate changes Identify appropriate ways to encourage use of online reporting 2019 - Increase use of online reporting by public Measure number of reports received to first year	2018 - The current online reporting process was evaluated. As a result, the management of the online reports will be moved to the Alternate Call Service. ACS is registering and educating each caller to encourage future use of the program. ACS is also reviewing the types of cases reported online in an attempt to expand the program. Public announcements will be made once the infrastructure is capable of handling additional cases.
		Create Alternate Call Service	2018 - 2019	2018 - Create MOPs Determine location of unit, purchase equipment 2019 - Continue building unit and measure number of calls received and cases generated	2018 - The Alternate Call Service (ACS) began operations on August 1, 2018, with an initial staff of two Sergeants and four officers. The staff is split to operate on two shifts, which cover the period of time from 0800 to 2200 hours. ACS is currently handling 11 types of cases, and generating approximately 750 cases each month. The second phase of ACS should occur before the end of 2018. This will include adding 10 more types of cases and four more officers, one each shift. A study of ACS is ongoing to ensure the effectiveness of the program.
		Add non-emergency call number	2018 - 2020	2018 - Create a non-emergency call number Begin use by the public at the end of the year 2019 - Track number of calls for service on non-emergency phone line to establish monthly yearly baseline 2020 - Increase use of non-emergency phone line (reduce number of calls to emergency 911 number by 10%)	2018 - Due to technical issues identified by the local telecommunication vendors, use by the public of a non-emergency call number has been pushed back to the middle of 2019. This project is dependent on agreements being reached between the current 911 vendor and the local telecommunications provider.



Objectives	Bureau(s)	Actions	Year	Measurements	Notes					
4.2 Reduce Response Times	CPB, RPB, SSB	Increase supervisory oversight	2018 - 2019	2018 - (SSB) Review call-taking process to determine if improvement can be made with training or adjusting process	2018 (SSB) A review of the call taking process has been completed. No new issues or improvements were identified as a result of the review					
				2019 - (SSB) Implement changes based on review	2018 (RPB/CPB) It has been determined that a direct correlation cannot be drawn between the staffing of ACS and the increase in the 75% minimum patrol staffing. The following are the average response times for calls for service over the last two years: <table><tr><td>Priority 1</td><td>2017</td><td>2018</td></tr><tr><td>Priority 2</td><td>5:22</td><td>5:22</td></tr><tr><td></td><td>6:55</td><td>6:50</td></tr></table>	Priority 1	2017	2018	Priority 2	5:22
Priority 1	2017	2018								
Priority 2	5:22	5:22								
	6:55	6:50								
		2018 - (RPB/CPB) Decrease response times through additional staffing and Alternate Call Service			This Objective will no longer be part of the Strategic Plan report. However, the Communications Division will continue to monitor the response times via a monthly report which is produced by the Computer Aided Dispatch Administrator, especially as the department moves into the new CAD system.					
4.3 Alleviate Parking Complaints Handled by Patrol Officers	IB, CPB	Parking complaints to be handled by Parking Enforcement and Collections Section, PECS	2018 - 2020	Calls for parking complaints sent via radio to on-duty Parking Enforcement employees	2018 While only dispatched to 12 parking complaints, PECS has issued over 5,500 citations in the downtown area, and a pilot program handling one of the peak hour low zones has begun. This program is anticipated to expand islandwide.					
4.4 Transition to issuing electronic citations	IB, CPB, RDP	Citations to be issued electronically	2018-2020	2018 - Work with the state judiciary to create pilot program 2019 - Evaluate pilot program and expand eCitation Program as training and availability of equipment allow 2020 - Complete transition to eCitations	2018 The eCitation pilot program was launched by utilizing 45 officers from the Traffic Division. Over 2,300 eCitations have been issued. The second phase is to begin in November of 2018 with an additional 35 officers to take part.					

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
4.5 Improve Records Management System	SSB	Select and implement new RMS	2018 - 2020	<p>2018 - Award contract by end of June 2018</p> <p>Initiate review of records information in current RMS to remove duplicates and insure all information is correct and complete prior to inputting into the new RMS</p> <p>2019 - Complete audit of current RMS and begin migration of information</p> <p>2020 - Complete migration of current RMS to new RMS and begin training of HPD personnel</p> <p>2021 - Complete training of all HPD personnel and completely switch over to new RMS</p>	<p>2018 A contract for the new Records Management System was combined with a new Computer Aided Dispatch System. The contract was awarded to TriTech in June of 2018. A review and purging of duplicate information in the current RMS is on schedule and will be completed in 2019.</p>
4.6 Address Building Improvement Needs	SSB	Create internal team for faster response to building maintenance and improvements	2018	Create team identify and prioritize building needs	2018 A team consisting of 1 sergeant, 2 officers, and a contract hire has been created. Immediate needs are currently being addressed according to the priority list managed by the SSB. Plans include hiring civilian employees to handle the building needs in the future
4.7 Reorganize Investigative Units	IB	Evaluate efficiency of current system	2018 - 2019	<p>2018 - Review of current organization of units</p> <p>2019 - Make appropriate changes</p>	2018 A review of the current organization of units is ongoing, a recommendation regarding reorganization is anticipated by the end of 2018

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
5.1 Audit Recruit and Annual Recall Training Curriculum	AG	Review and revise training curriculums	2018 - 2020	<p>2018 - Hire training specialist, audit current curriculum, recommend changes</p> <p>2019 - Implement recommended changes</p> <p>2020 - Continued evaluation of curriculum and make adjustments as necessary</p>	<p>2018 The Training Specialist position description will be completed shortly and the hiring process is expected to begin by the end of December</p> <p>Areas identified and modified to current curriculum:</p> <ol style="list-style-type: none"> <li>1. Addition of Resiliency Training</li> <li>2. Incorporating CIT and MHFA</li> <li>3. Water Safety made more realistic</li> <li>4. Providing recruits with CEWs</li> <li>5. Utilizing BWC for training</li> <li>6. Adoption of Guardian concept into training</li> <li>7. Exams modified to reflect essential patrol knowledge</li> <li>8. FTEP program modified to 3-3 week rotations</li> </ol>
		Create accelerated class curriculum for laterals	2019	Completion and approval of curriculum	Also identified under Expedite Hiring Process
		Identify and purchase equipment and programs	2018 - 2020	<p>2018 - Assess training needs and identify appropriate systems. Incorporate systems into budget</p> <p>2019 - 2020 Purchase systems</p>	<p>2018 Several vendors have been contacted. Due to remote locations vendors have not been able to bring their equipment to be evaluated. Efforts in this area will continue. The purchase of the systems has been incorporated into the budget process.</p>
5.2 Improve Virtual Reality Training	AG	Integrate into citywide online training system	2019 - 2020	<p>2019 - Transition the current online curriculum into the City system</p> <p>Train a cadre of instructors to manage the online training</p> <p>2020 - Full implementation and use of the City system for all online training</p>	
		Expand online training courses	2020	Measure the amount of online courses; meeting an expectation of at least two per year	
5.3 Improve Online Training	AG				

Objectives	Bureau(s)	Actions	Year	Measurements	Notes
5.4 Implement 21st Century Policing Training	A-3	Revise and expand ethics and integrity training	2019	Develop and train a specific cadre to deliver ethics training to personnel incorporate training into the various curriculums	
		Embrace the guardian mentality	2018 - 2022	2018 - Identify the courses where incorporation of the Guardian mentality would be feasible 2019-2022 - Review and revise the course lesson plan instruction methods to adopt the Guardian mentality through scenario-based training	2018 One on One communications course has been changed to Guardian Concepts. The concept is also emphasized in scenario-based training.
		Expand leadership development	2019 - 2020	2019 - Research for viable leadership programs by utilizing law enforcement resources and focus groups 2020 - Training Committee review and approval, followed by adoption into the training calendar	

Malcolm Lutu, President

Robert Cavaco, VP

Don Faumuina, Secretary

Nick Schlapak, Honolulu Chapter Chair

Kimo Smith, Treasurer

Loretta Sheehan, Chair

Steve Levinson, VC

01/14/19

## **DISCIPLINE**

SHOPO leaders report seeing a significant change in the area of officer discipline. They think that Chief Ballard seeks to impose discipline where it is appropriate, and not simply to demonstrate control. They describe situations under past administrations where discipline was “heavy handed,” and apparently imposed to deflect criticism from the public. In contrast, SHOPO leadership stated, Chief Ballard, and her Administration imposes discipline as appropriate, and with terms of punishment that give due consideration to the circumstances surrounding the misconduct. As a result, SHOPO leaders report, there are now less grievances being filed under Chief Ballard.

SHOPO leaders state that Ballard endorses progressive discipline, i.e. discipline that gets more severe with repeated infractions. They support this approach, stating that it’s more fair. They point out that all officers make mistakes; it is important to learn your lesson and move on with your career. If you haven’t, then greater discipline is warranted.

## **FAITH IN HER OFFICERS**

SHOPO leaders appreciate the trust that Chief Ballard puts in the officers of the Honolulu Police Department. They report that prior administrations divested various units within the Department of their authority, apparently in an effort to have tighter control over all operations within the HPD. This led to officer frustration and greater inefficiencies within HPD.

SHOPO leaders state that, in the past, if a critical incident occurred, a large percentage of the Command staff felt that they had to respond. They report District Commanders, the head of Criminal Investigation Division, Assistant Chiefs and even Deputy Chiefs responded to critical incidents. This reflected a lack of trust in the officers’ abilities to do their jobs, made investigations more difficult, and opened the door to conflicting orders.

The perception of SHOPO leaders is that Chief Ballard has decided to put her faith in her officers. Officers and Command staff are now allowed to say: “I don’t know; I’ll do follow up and get back to

you,” a statement that was not permitted in the past. Chief Ballard’s decision to trust the District Commanders to make the right call has resulted in better investigations, improved morale, and greater efficiency within the Department.

Chief Ballard’s decision to put her faith in her officers has resulted in an increase in creative solutions. Chief Ballard tells officers to “think outside the box,” and to come up with solutions to problems. This has led to officer-led initiatives in the areas of homelessness, e-citations, and health identification cards, among others.

## **TRANSPARENCY**

SHOPO leaders applaud Chief Ballard’s steps taken in the interest of transparency, in particular, in the area of officer-involved shootings. They state that previous administrations would not immediately go in front of the press to explain the facts of the shooting. SHOPO states that Chief Ballard’s willingness to provide information immediately, and in a neutral, non-defensive fashion helps maintain faith in the Department’s officers and supports the officers in the difficult job that they do.

## **INCREASE IN PATROL STAFFING**

SHOPO leaders support Chief Ballard’s decision to increase staffing in patrol in an incremental fashion. They point out that since Chief Donohue implemented the 80% staffing rule, assorted Chiefs have reduced the percentage, or mischaracterized the rule. They point out that an adequately staffed patrol unit provides for greater officer safety in responding to 911 calls, providing for back-up, and preventing crime.

They concede that a greater patrol presence in the community costs more, and has led to greater overtime. SHOPO believes that the greater cost is worthwhile.

## **LEARNING CURVE**

SHOPO leaders are sensitive to the learning curve with Chief Ballard faced in her first year in office. They acknowledge that early on, they found themselves in an adversarial position to Chief Ballard by virtue of SHOPO’s representation of the rank and file. They report, however, that Chief Ballard—and her Deputy Chiefs—demonstrate greater knowledge and appreciation for the contents of the SHOPO contract and the Hawaii Revised Statutes. This has led to less disagreement between SHOPO and the Administration. SHOPO leaders, in particular, note that Chief Ballard’s use of Assistant Chief Clyde Ho as a resource in the area of labor law has been helpful to resolve conflict with SHOPO.

## **RESPECT**

SHOPO leaders feel respected by Chief Ballard. They feel that prior Administrations did not necessarily respect SHOPO’s role representing the rank and file. They feel, however, that they have reached a place of mutual respect. When they ask for a meeting, they get it. When they take a position, Chief Ballard

does not dismiss it out of hand. For example, SHOPO leaders report calling for meetings before filing grievances, and, by virtue of the discussion, avoiding a grievance that would be expensive and time-consuming for both sides. SHOPO leaders state that because it appears that Chief Ballard negotiates in good faith and for the betterment of the Department, they anticipate smoother negotiations when the SHOPO contract is re-negotiated in 2021.

## **CHALLENGES**

The challenge Chief Ballard faces is recruitment. They referenced media accounts of Mainland jurisdictions luring applicants and officers away from the islands with higher pay, and better standards of living.

Special Agent in Charge Sean Kaul, Federal Bureau of Investigation, District of Hawaii

Loretta Sheehan, Chair

Steve Levinson, Vice Chair

01/17/19

Special Agent in Charge (SAC) Sean Kaul worked with Chief Ballard throughout 2018. He reports frequent meetings and contacts with her and Deputy Chief John McCarthy.

SAC Kaul is impressed by Chief Ballard's ability to break down barriers and move the Department forward in its relationship with the Federal Bureau of Investigation (FBI). He appreciates her wisdom, maturity and confidence. He notes that Chief Ballard has facilitated positive relationships with the FBI, and has fostered a culture of collaboration with the FBI within the Department.

The FBI recently selected Chief Ballard to participate in its National Executive Institute, an FBI sponsored training that provides strategic leadership development and interagency liaison opportunities for senior level law enforcement on a national and international level. The National Executive Institute is a three-week program, conducted in one week increments in the spring, summer and fall. All expenses are paid by the Department of Justice and the FBI. SAC Kaul states that the FBI selected Chief Ballard for this elite training because of the leadership qualities that she has exhibited.

SAC Kaul states that Chief Ballard has fostered an environment of collaboration and information sharing between the FBI and HPD, which has positively impacted the relationship between FBI and HPD under her leadership.



Drug Enforcement Administration (DEA) Assistant Special Agent in Charge (ASAC) John W. Callery

Loretta Sheehan, Chair

Steven Levinson, Vice Chair

DEA ASAC Callery reports assuming leadership of the local DEA office at about the same time that Chief Ballard took the helm at the Honolulu Police Department (HPD). His impression, on a scale of 1-10, is that Chief Ballard is a 10. ASAC Callery points out that Chief Ballard is managing a major city police department facing past, current and future turmoil caused by the indictment of Chief Kealoha and other officers. He believes that Chief Ballard entered a fractured and traumatized Department and worked aggressively to turn that Department around. He credits her with creating a mission that inspires HPD officers to work together and to put old grievances behind.

ASAC Callery thinks that Chief Ballard has great leadership skills, and that she is "policing 2019." When pressed to explain, ASAC Callery says that Chief Ballard is not "old school;" she is "new school." Her commitment to community policing, willingness to collaborate with the DEA, delegation of authority to well-qualified subordinates, and promotion of officer-led initiatives make her in the top 10% of "cutting edge" chiefs from cities around the country.

ASAC Callery is particularly happy with the Deputy Chiefs Chief Ballard selected—Deputy Chief John McCarthy and Deputy Chief Jon Grems. His view is that the Deputy Chiefs profoundly believe in Chief Ballard and in her mission, and credits Chief Ballard's vision of HPD as their motivating force.

ASAC Callery is buoyed by Chief Ballard's decision to allow a number of her officers to be cross-designated as DEA Task Force Officers (TFOs). In this arrangement, TFOs work federal cases with the DEA, and receive additional training and equipment at federal expense. When successful federal drug prosecutions staffed by TFOs result in the forfeiture of assets, HPD enjoys a portion of those assets. ASAC Callery points out that Hawaii is a small place, and that it is essential that local and federal law enforcement work together. ASAC Callery expresses the hope that the union, SHOPO, will display flexibility in allowing Chief Ballard to designate the best person for TFO positions, and not be restricted by seniority lists.

RAC Aaron Joseph, Bureau of Alcohol, Tobacco, Firearms and Explosives

Loretta Sheehan, Chair

Steven Levinson, Vice Chair

01/15/19

Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Resident Agent in Charge (RAC) Aaron Joseph arrived in the Islands from Guam approximately 3.5 months ago. He prepared for the meeting by conferring with his Assistant Special Agent in Charge and Special Agent in Charge and Special Agents.

RAC Joseph states that Chief Ballard, and her new leadership is a breath of fresh air, breathing life into the relationship between federal agencies and the Honolulu Police Department (HPD).

RAC Joseph's primary concern is collaboration and cooperation between agencies. Federal agencies traditionally collaborate with local law enforcement via Task Force Officers (TFOs). Local police are selected to work with federal law enforcement and cross-deputized as TFOs. Federal law enforcement gains the advantage of additional personnel and local expertise, the latter being critical in the State of Hawaii. Local law enforcement benefits from its officers receiving additional training at federal expense, and from receiving a share of federal asset forfeitures.

RAC Joseph reports that ATF enjoyed a close and collaborative relationship with HPD. In 2009 that relationship appeared to sour. Currently there are no HPD officers cross-designated at ATF TFOs. RAC Joseph hopes to remedy that, and looks forward to re-establishing the relationship ATF once enjoyed with HPD.

RAC Joseph acknowledges that HPD's staffing shortages may play into a decision not to cross-deputize officers to work federal cases, and recognizes that HPD does not "need" ATF, but also believes that law enforcement works better when it works together.

## **SEX ABUSE TREATMENT CENTER**

**Adriana Ramelli** Executive Director, Kapiolani Medical Center for Women and Children, The Sex Abuse Treatment Center

**Cindy Shimomi-Saito** Associate Director, Kapiolani Medical Center for Women and Children, The Sex Abuse Treatment Center

Executive Director Ramelli and Associate Director Shimomi-Saito participated in the evaluation on behalf of The Sex Abuse Treatment Center (SATC). They stated their comments are based on what they see currently happening, as they work with the Honolulu Police Department's (HPD's) Sex Crimes Detail (SCD). They have not yet sat down to discuss SATC's impressions with Chief Susan Ballard, but hope to do so in the near future.

## **RESOURCES**

It is noted that much attention and effort have been given to the area of sexual assault by the Department. A great deal of emphasis has been placed on untested sexual assault kits from the past, and positive results have been realized in this area. Executive Director Ramelli and Associate Director Shimomi-Saito applaud the recent hiring of 12 new Criminalists, brought in to address the backlog of untested sexual assault kits, but stated that such a significant increase is also needed in the number of SCD detectives. A task force with a few current and some former sex crimes detectives was recently created to review and investigate CODIS hit cases from the past, but the bigger issue of finding ways to increase the number of detectives to effectively investigate and manage current reports of sexual assault has not yet been addressed.

Their perception is that staffing the SCD has become a revolving door. While the new detectives brought in to fill vacated positions work hard and put in much effort, many have little or no investigative background, and do not want to be there. This, together with the high volume of cases that continuously come in, the specialized skill set required to deal with traumatized victims, the on-call nature of the detail, and the powerful emotional impact of dealing with sexual assault crimes (especially those involving children), leave many looking toward moving to another detail as soon as possible. The Department has made training new detectives a priority, but many soon turn around and leave due to current work conditions. Training time and dollars invested are wasted when this occurs, and the work conditions for the remaining worsen as the door revolves again.

The SATC believes it is imperative for the Department to step in, truly make sexual assault (not just kits) a priority, and incentivize the SCD to attract experienced investigators and retain those who remain committed. The most seasoned used to be found in the sex crimes and homicide details; the SCD bar appears to have been lowered to transferring individuals regardless of background and desire. Being a SCD lieutenant and being a SCD detective requires a special skill set; recognition of this is key.

Quickly identifying ways to offset the impact of the limited number of detectives is also critical to preventing further attrition. Lower number of detectives means more cases to work with less time to invest in each one. Positions to assist the detectives with time consuming, non-investigative tasks that accompany each case may provide SCD detectives the time necessary to effectively investigate their cases and possibly lessen overwhelm. The possibility of Justice Advocates trained in working with sexual assault victims has proven effective in other jurisdictions across the country; assistance with scheduling

of interviews, notifying victims of case status, and being available to communicate with them as needed are examples of areas in which assistance can be provided. Ramelli and Shimomi-Saito point out that when sexual assault cases are accepted by the Office of the Prosecuting Attorney (OPA), victims receive notifications and are accompanied to court by the Victim Witness advocates of that office. Prior to acceptance by the OPA, however, the SCU detectives are responsible to maintain contact with victims and to keep victims informed. While this is critically important, this expectation (now a part of the legislative mandate) takes time away from investigative work.

#### **COMMUNICATION**

Ramelli and Shimomi-Saito express appreciation for the excellent access to, and communication with, HPD. Ramelli reports being able to pick up the phone and contact numerous commanders within HPD. She reports working closely with HPD—by reviewing bills introduced to the Legislature, and coordinating testimony, as well by participating in meetings on Sexual Assault Testing Kits. SATC appreciates the very strong partnership that they have with the HPD, and looks forward to continuing that partnership.

Nanci Kreidman, Chief Executive Officer, Domestic Violence Action Center

Loretta Sheehan, Police Commission

01/21/19

CEO Kreidman emphasizes the importance of the Honolulu Police Department's (HPD's) role in addressing, effectively and appropriately, crimes against women.

Chief Ballard's stated goals for 2018 included Goal "2.2" to "increase emphasis on Domestic Violence (DV)." One measurement provided by Chief Ballard was to "expand the SOS Program." This metric, unfortunately, was not met.

CEO Kreidman expresses the hope that meaningful collaboration is still possible.

CEO Kreidman also would like to see greater HPD efficiencies in the service and enforcement of Temporary Restraining Orders, Restraining Orders and Orders of Protection. HPD officers currently do not enforce Orders of Protection where a victim does not provide written Proof of Service, even though the Court Order, available to HPD, states that the respondent was present in court at the time that the Order of Protection was issued by the judge.

Connie Mitchell, Executive Director of The Institute of Human Services

Loretta Sheehan, Police Commission

01/21/19

Executive Director Mitchell characterizes Chief Ballard's leadership as courageous. For many years, The Institute for Human Services ("IHS") sought to establish a collaborative relationship with the Honolulu Police Department ("HPD"), but was not invited to participate in conversations regarding the homeless and law enforcement. Director Mitchell experiences with HPD officers seemed to reflect a belief that there was very little that they could do to intervene with homelessness. Even when arrests were made, the system only created revolving doors at the jail and emergency departments.

When she was sworn in as Chief, however, Chief Ballard committed to addressing the problems associated with homelessness. Chief Ballard quickly identified officers with talent and leadership ability, in particular, Captain Mike Lambert, and asked them to find solutions that required cross-sector collaboration. Chief Ballard's directive resulted in the active involvement with community providers in the development of new programs addressing issues surrounding our homeless population.

For example, with HPD leadership choosing to host, the Joint Outreach Center in Chinatown was established. This urgent care clinic provides medical attention to homeless individuals and helps divert and reduce overcrowding in the Emergency Departments of hospitals. This saves officer duty time and lowers costs to the community.

In 2018, HPD, IHS, the Hawaii Health and Harm Reduction Center, Kalihi Palama Health Center and Alea Bridge worked together to establish the HELP Honolulu program. In this program, HPD officers alongside service providers interact with the homeless population, as they try to provide services to the homeless population. Director Mitchell emphasizes that HPD officers in HELP do not simply provide protection to social workers. Director Mitchell reports that HPD officers came to the service providers seeking to learn from service providers basic skills, like how to talk with the homeless, and how to offer solutions to a traumatized population.

Chief Ballard demonstrates her leadership in HPD's continued commitment to the LEAD (Law Enforcement Assisted Diversion) Program, a program that gives officer's discretion to divert a misdemeanor level crime to social services, rather than arrest and prosecution. If suspected offenders follow through with the services offered, the misdemeanor can be dropped.

Under Chief Ballard's leadership, HPD is shifting its view towards the mentally ill. HPD applied for, and obtained, a grant from the VALOR Program of the Bureau of Justice Assistance. That grant paid for Crisis Intervention Training for officers. Thus far, 40 officers have undergone the week long training course, which develops skills in working with people with mental illness. Another 20 will undergo training soon, with the eventual goal of a police force in which at least 20% of the officers have specialized training in working with people with mental illness.

As a result of Chief Ballard's support through , Director Mitchell reports an increase in the use of assisted-community treatment. Director Mitchell expresses appreciation for the Community Policing Division sergeants who now actively seek out her staff's opinions and offer assistance in responding to

issues of the homeless population, in particular Sgt. Chris Kiyabu of the windward side, and Sgt. Brian Oato in the Kalihi area. "Now we call each other, and plan together" Director Mitchell states. "It's amazing."

Director Mitchell feels that Chief Ballard's willingness to trust her officers sets her apart. Director Mitchell points out that HPD is a very hierarchical, paramilitary organization. She states that it would be difficult to develop a culture in which officers show initiative, rather than simply wait for orders. Director Mitchell believes that Chief Ballard has shifted the culture at HPD in a short time. Chief Ballard gives credit where credit is due, and empowers people to do great work.

Moving forward, Director Mitchell believes that it would be helpful to have other law enforcement agencies, such as the Department of Public Safety, and the Division of Conservation and Resources Enforcement join the collaborative work being done by HPD.

Kevin Takata, Supervising Deputy Attorney General of the Criminal Justice Division, Office of the Attorney General

Loretta Sheehan, Chair

Steven Levinson, Vice Chair

01/15/19

Deputy AG Kevin Takata supervises the Internet Crimes Against Children (ICAC) Unit at the Attorney's General's Office for the State of Hawaii. The ICAC Unit investigates and prosecutes the possession and distribution of child pornography, as well as trafficking of juveniles over the internet.

Deputy AG Takata reports reaching out to Chief Ballard for cooperation with ICAC when she first assumed office but receiving none. He states that he was informed that the Honolulu Police Department (HPD) did not have the personnel available to assist ICAC.

Representative Linda Ichiyama, who has a keen interest in Internet crimes against children, pulled together a meeting between ICAC and Chief Ballard, Deputy Chief John McCarthy, Assistant Chief Lisa Mann and Acting Major Walter Ozeki. At that meeting Chief Ballard again explained her staffing shortage.

At that meeting, ICAC requested that once a month, HPD accept just one or two "cybertips," i.e. tips from the National Center for Missing and Exploited Children identifying certain IP addresses as locations that might be receiving and/or distributing child pornography, with the caveat that HPD would remain free to reject the cybertip and not investigate if HPD so chose. With participation in the ICAC program, ICAC offered to provide training and equipment to HPD officers, at no cost to the Department. HPD agreed, but very reluctantly.

ICAC is still waiting for HPD to sign a Memoranda of Understanding.

Deputy AG Takata points out that ICAC has cooperation, and Memoranda of Understandings, from every neighbor island police department, the Federal Bureau of Investigation and Homeland Security Investigations. Deputy AG Takata additionally states that the Department of the Attorney General cannot provide federal grant money for HPD's participation with ICAC unless and until Chief Ballard signs the MOU. The grant money can fund training, equipment and operations.

Deputy AG Takata states that no leader has all the resources that they want or need at any given time. He appreciates that Chief Ballard has made the decision to provide resources to other issues. He does not agree with Chief Ballard's apparent decision to make internet crimes against children, in particular, child pornography and sex trafficking of juveniles over the internet, a low priority. He points out that reputable studies show that 50% of the distributors and possessors of child pornography are also active molesters. He states that he has encountered HPD officers who want to work in this area. He makes the point that child pornography investigations are not officer-intensive. An effective investigation simply requires a well-trained officer, proper equipment, IT knowledge, and search warrants. ICAC's offer to provide training and equipment at no costs to HPD stands.



Finally, Deputy AG Takata reports that in 2018, ICAC (which largely operates on federal grant money) requested \$220,000 from the State of Hawaii Legislature. In response, the Legislature provided \$500,000. As a matter of public policy, Deputy AG Takata argues, the Legislature has identified internet crimes against children as a priority, and hopes that HPD will join in that priority.

Mayor Kirk Caldwell

Managing Director Roy Amemiya

Deputy Managing Director Georgette Deemer

Chief of Staff Gary Kurokawa

Carrie Okinaga, Commissioner

Loretta Sheehan, Chair

01/16/19

The Mayor's Office enjoys close and frequent contact with Chief Ballard. Chief Ballard attends Public Safety meetings once a month, Cabinet meetings twice a month, and regular meetings with Managing Director Amemiya. The Mayor's Office also worked closely with her during Hurricanes Olivia and Lane. With this contact, the Mayor's Office has gotten to know Chief Ballard as a change agent, who comes up with creative solutions to some of the most challenging issues that face the City and County of Honolulu.

Chief Ballard's response to the issue of homelessness reflects her willingness to take new and different approaches. She supported her officers to develop the LIFT program (the program which temporarily "lifts" park rules to permit short-term housing until long-term solutions can be crafted), and worked with community providers in HELP (Health, Efficiency, Long-term Partnership) to assist in providing services to the homeless. Chief Ballard embraced the body camera program and is making it work.

Chief Ballard leads very well. The Mayor's Office points out that Chief Ballard entered the Honolulu Police Department at a time when morale was about as low as it could be, and yet she turned things around very quickly. They note, too, that Chief Ballard puts her self out in the community quite a bit, giving talks, attending functions, meeting with community groups. She's extremely hands-on.

Her leadership ability is reflected in her ability to collaborate with other law enforcement organizations. When RIMPAC came to Honolulu, Chief Ballard reached out to the U.S. military, seeking Military Police to assist in patrolling Waikiki. Her efforts to collaborate were successful; the visible presence of MPs working alongside HPD patrols in Waikiki helped RIMPAC occur without incident.

The Mayor's Office also grades Chief Ballard well as an administrator, approving of Chief Ballard's different strategies to fill vacancies of paid positions over the next three years, to include increasing the size of the recruit classes, and limiting Training Academy requirements for experienced officers who come from other jurisdictions. Chief Ballard consistently displays initiative, for example, during the false missile alert. Chief Ballard learned very quickly that the missile alert was false. While others waited for State officials to announce that the missile alert was false, Chief Ballard immediately sent her officers out with bullhorns to control any panic and to inform the public.

The Mayor's Office believe that Chief Ballard is a highly effective communicator. They appreciate that Chief Ballard goes to the press when bad things happen, and immediately discusses the facts. They see her as a leader who appreciates the values of openness and transparency. They like her warmth and authenticity, as well as her ability to connect with people.

The Mayor's Office mentions very few criticisms. They state that it would be helpful to see quicker notification of critical incidents to a Point of Contact at the Mayor's Office via phone or text. They also point out that there could be better collaboration and communication between the Office of the Prosecuting Attorney and the Honolulu Police Department.

**Carol McNamee, Founder, MADD Hawaii, and Arkie Koehl, Vice Chair for Public Policy, MADD Hawaii Advisory Board**

**Steven Levinson, Vice Chair**

**01/16/19**

Being unfamiliar with her at the outset of her tenure, MADD Hawaii (MADD) did not know what to expect of Chief Ballard. MADD Hawaii asked Chief Ballard to attend the annual Tie One On for Safety event at Tamarind Park in Downtown Honolulu. Chief Ballard actually came to the event, which MADD viewed as a gratifying way to begin its relationship with Chief Ballard. Continuing the good start, Chief Ballard has made the space to attend all the events to which she has been invited, along with her Deputy Chiefs.

MADD was pleasantly surprised to see Chief Ballard at a bill signing ceremony that took place at the Nanakuli Library. Her attendance demonstrated to MADD that Chief Ballard cared. MADD appreciated her attendance.

MADD is aware that Chief Ballard has spoken to many civic groups and has generated great enthusiasm among them. MADD views Chief Ballard's appearances on PBS's **Long Story Short** program as an illustration of how open and forthcoming she is.

MADD believes that Chief Ballard wants the general public to know her as an upfront, welcoming person. MADD views Chief Ballard's approach as one of "let's work together."

MADD has always viewed the county police departments as its "Number One Partners." MADD thinks highly of Chief Ballard and sees her as "a breath of fresh air."

MADD is very happy with the cooperation of Acting Major Ben Moszkowicz, commander of HPD's Traffic Division, and his availability as a valuable resource at the state legislature. MADD believes that Major Moszkowicz's involvement is a reflection of Chief Ballard's maximizing HPD's skill sets.

MADD is very grateful that Chief Ballard is the chief. She is "a steady hand at the helm."

Chief of Police Evaluation for 2018

Commissioner Interviewer: Richard T. "Dick" Grimm

Mr. Kent Tsukamoto, CEO Accuity Partners

I met with Kent Tsukamoto who is CEO of Accuity Partners a CPA firm.

Kent is aware of Chief Ballard's actions through various mediums. However, he walks most mornings with the head of the police laboratory and relayed this information to me.

He said the chief is honest, trustworthy, provides good leadership and is a good communicator. He feels that she has the support and respect of the entire force.

Ms. Denby Fawcett, Civil Beat Reporter

I spoke with Denby Fawcett a reporter for Civil Beat. Denby is also a well known author and has written at least two successful books. She said although she thinks Ballard is a good chief there are some problems with her public relations staff and deputies regarding getting information. She has to send in written questions and either gets no answer or a generic answer. Free flow of information exists on the mainland but not here.

Ms. Patti Epler, Civil Beat Editor

I talked with Patti Epler, Civil Beat Editor and she echoed Denby's thoughts on department getting back to them. She did say that she heard the Chief speak and said it was a fascinating speech, very well written and honest presentation. She feels that Chief is more than a cop and brings a great deal to the force.

I had a follow up with Patti Epler in which she said, "I love Susan" because I think she is a great Chief. However, people under her are not getting the message about working with the media. She thought the interview the chief had with Leslie Wilcox and the meeting with the editorial board was great. She is very good, But media relations people not so good, They do not get back to media when media needs some information. She finished by saying, "Chief Ballard is a cool lady."

Ms. Brenda Salgado, Executive Producer of Hawaii News Now

I talked with Brenda Salgado, Executive Producer of Hawaii News Now. Brenda says that dealing with the police is much better under Chief Ballard and used the term "refreshing". She said the Chief makes herself available to them and makes her job in TV much easier. Brenda, through her association with other members of the police force, remarked that Chief Ballard was a good leader and had excellent relationships with fellow officers.

## Interviews of Officers, Civilians & Council

Focused on the following areas:

### Area of Leadership

- Is an effective, competent, and motivated leader who leads by example and inspires others to perform optimally.
- Maintains a positive attitude and high degree of morale among all uniformed, plainclothes, reserve and civilian employees<sup>1</sup>.
- Instills the highest degree of personal and professional credibility ensuring a culture based on integrity, trust, respect and fairness.
- Seeks out and encourages suggestions, participation, and collaboration to achieve and improve the goals and objectives of the Department.
- Maintains positive relationships with other law enforcement agencies including federal, state and other municipalities
- Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments

### Training and Development

- Creates, implements, supports and encourages participation in training and educational programs to develop and enhance the skills, abilities, knowledge, awareness and performance of departmental employees.

### **██████████ Stationed at ██████, 15 years in Department**

Agrees with all first four bullets above. Chief leads by example. She is a breath of fresh air. Chief's vlogs helps with communication. Chief is down to earth and is open to suggestions and ideas. While he doesn't know her personally – her past interactions with officers have always been positive. She is fair but can be tough as well. Chief is open and accountable, she gives feedback and gives reassurances to officers about doing the right thing. For example, regarding the sit and lie bills, Chief provided an explanation and information about enforcement and what the law allows and does not allow. Communication with the officers has been key and has made the department feel more secure. The vlogs are an excellent way of communicating.

### **██████████, 15 years in Department**

Happy with Chief's Ballard's leadership. She is straightforward and allows Officers to do their work. She supports officer and recognizes folks for good work, if you do something wrong then you held accountable. While contact with Chief is limited, her contact with officers is transparent and open. She continues to inspire officers through her style of leadership. The 75% patrol coverage has really helped the patrol watches – shows that she is innovative and willing to think outside of the box. Vlogs are great way to communicate with officers since we don't have interaction with Administration much. Chief's training on dealing with mental health related incidents has been helpful and instrumental on the road.

Appreciates the 75% patrol coverage – officers not strained and stressed but have more help in getting to calls. He would encourage promotion of online reporting of crimes to allow the big cases to be responded to in a timely fashion.

████████████████████ 13 years in Department

Chief Ballard is the best Chief for the Department right now and in helping rebuild morale after the previous Administration. Chief brought back the Alternative Service Center which has been great. He was excited to share that she is hands down the best person for the job. Her vlogs assist in the communication with the rank and file. She is a breath of fresh air. Chief inspires officers to do their job well.

████████████████████, 6 years in Department

Has been assigned to ██████████ for most of her career. She appreciates the Chief's support of ██████████ Officer ██████████ complimented Chief's vlogs and believes it is a good way to connect with the department. Chief's interaction with officers has been great and a good way to connect with the Administration. Vlogs is an excellent communication tool. Her administration has been revolutionary – she is personable and makes a connection with officers.

Chief is a breath of fresh air and I am proud of her, she inspires officers and her support of ██████████ speaks volumes about her support for the community. The innovative programs coming online have been great and encouragement to officers to be innovative and bring ideas to the chief – including with Project HELP; LIFT zones and continuation with Coffee with a Cop and Shop with a Cop.

████████████████████ Civilian, ██████████, 30 Plus Years in Department

Thank you for the opportunity to comment as most feedback is requested from rank and file. Chief is an effective and competent leader – she is very down to earth and easily approachable. His division in the past needed equipment and as previous Commander she was open to suggestions and getting the necessary equipment to make ██████████ more efficient. Chief is positive and upbeat. She is business oriented and not emotional about decision. She has a way of easing tension and is receptive to different department needs. She deals with public directly and is great at communication through vlogs and press conferences.

████████████████████ with the department for 12 years

Chief has been an effective leader both in public and private settings. Chief is a breath of fresh air, she speaks for all in the Department. The morale has gone up with her in place. Her press conferences have allowed her to be transparent to the public and also knows when officer safety is at issue, she makes appropriate comments. Chief supports the men and women on the ground and more patrol focused. He expressed an appreciation for the 80% patrol coverage. The impact of Chief's administration has been very positive. Chief is always open to suggestions and this administration is more engaged compared to previous administrations. Chief is open to suggestions in training - for officers that train others – especially ██████████ – ensuring meeting CALEA standards are important and she is open to adopting other jurisdictions practices if they fit Honolulu. He continues to give Chief benefit of the doubt and sees that she has a better relationship with SHOPO. He appreciated Chief's encouragement of getting away from the warrior mentality and more to the guardian mentality, at first it was difficult for him to process, but now understands the Chief's approach and encouragement. Chief has been overly gracious and inspirational to officers.

- **Maintains positive relationships with other law enforcement agencies including federal, state and other municipalities**
- **Actively participate in structuring State and City and County policies by advocating to the State legislature, City Council and other agencies and departments**



**Councilmember Brandon Elefante, Chair, Committee on Public Safety**

CM Elefante appreciated the opportunity to provide input and thanked the Commission for approaching him. He appreciated the Commission's participation at council hearings and has taken note of the Chief's willingness to share information and provide comments from HPD when appropriate. He likes how the Chief is collaborative and appears to hold community participation at a high standard. Chief appears at community events and makes herself available to the public. He also appreciates her focus and support of Community Policing.

Feedback and comments: Department website needs improvement – and is there a way to get the Org Chart up and identification of the different commanders for each of the stations? Community likes to know who is heading up different stations and it would help to have that information readily available when a constituent has a question. Another comment was regarding Officer Training regarding proper conduct – this was not a criticism but more of a comment since Council sees all the Settlements involving police officers – perhaps Chief could use those incidents without revealing the details of the officers involved as training tools on how to be a better officer. It would save the city millions of dollars of paying out in settlements. Also encourage Chief to come forward with CIP requests – the Pearl City station needs repairs. It would help if the Chief provided priorities – as to the repair and maintenance and CIP projects that she would like to see happen.



U.S. Department of Justice

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January 23, 2019

Loretta A. Sheehan, Chair  
The Honorable Steven H. Levinson, Vice Chair  
Honolulu Police Commission  
1060 Richards St., Suite 170  
Honolulu, HI 96813

Re: Remarks Regarding Chief Susan Ballard

Dear Commissioner Sheehan and Justice Levinson:

I write in response to your request for input regarding the performance of Chief Susan Ballard of the Honolulu Police Department ("HPD").

Chief Ballard is a critical partner in the law enforcement community in Hawaii, who, during my tenure as U.S. Attorney, has supported federal law enforcement initiatives in both word and deed. For example, just last year, under Chief Ballard's leadership, HPD worked hand-in-hand with the U.S. Attorney's Office and other federal law enforcement agencies to investigate and prosecute over a dozen drug distributors in Aala Park. This kind of crime-fighting initiative is important for the community, and only possible because of Chief Ballard's support for joint law enforcement operations.

Chief Ballard is an indispensable partner to the federal law enforcement community in its efforts to combat violent crime and drug trafficking in Honolulu. Her commitment to supporting federal or local prosecutions, based on the venue likely to yield a result that best protects the community, is critical to the federal law enforcement community's ability to help reduce crime in Honolulu. Chief Ballard also provides tremendous support to the federal law enforcement community by allowing her most precious asset—the dedicated and hard-working police officers under her command—to work closely with federal agents as task force officers. As a result of the outstanding work performed by these task force officers and other federal agents, the U.S. Attorney's Office is currently investigating and prosecuting some of Hawaii's most significant drug trafficking and violent crime offenders.

In closing, I would also like to highlight my observation—informed by her public statements and handling of sensitive issues in the public record—that Chief Ballard is making

Honolulu Police Commission  
Chief Susan Ballard  
January 23, 2019  
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best efforts to run a large police department with character, integrity, transparency and a commitment to doing justice.

I hope that you find my remarks helpful in evaluating Chief Ballard's performance as HPD's leader.

Very truly yours,

A handwritten signature in black ink, appearing to read 'K. Price', with a stylized flourish at the end.

KENJI M. PRICE  
United States Attorney

January 23, 2019

I would like to make clear at the outset of this comment that I believe that Chief Ballard has had an extraordinarily successful first year as the head of the Honolulu Police Department and that I have come to respect and value her highly both at the personal and professional levels. I have inserted this comment into her annual evaluation only because it pertains to an issue of profound significance to the City & County, the State, and the nation. For this reason, I feel compelled to make a record of my concern, which is shared by Chair Sheehan.

Section 6-1606 (a) of the Revised Charter of the City & County of Honolulu provides that “[t]he police commission shall . . . review rules and regulations of the administration of the [police] department.” Section 6-1606(h) provides that the police commission shall “[e]valuate at least annually the performance of duties by the chief of police.”

Accordingly, the commission’s Chief of Police Annual Performance Evaluation form notes that “[t]he Chief shall be accountable solely to the Commission as the appointing authority, except as may be otherwise provided by the Charter. To foster this accountability, the Chief shall: . . . [m]aintain a cooperative relationship with the Commission in readily sharing information, concerns, and problems; [and] . . . [p]rovide the Commission with any and all information and/or documentation necessary for the Commission to conduct the annual evaluation of the Chief’s performance . . . .”

During 2018, the Commission became aware of two developments, which are ultimately the reasons for this comment. First, Col. John R. Bates, USMC (ret.), has personally addressed and corresponded with the Commission (and met in person with the Chair and Vice Chair) regarding his unsuccessful thirteen-year effort to obtain, from a series of Honolulu Police Chiefs, including most recently Chief Ballard, a license to carry a concealed pistol or revolver on his person within the City & County of Honolulu. Col. Bates has also advised Chair Sheehan and me that he has repeatedly been entreated by the National Rifle Association to consent to being a plaintiff, represented at no cost by attorneys retained by the NRA, in a lawsuit to be filed in the United States District Court for the District of Hawaii against, among others, the City and County of Honolulu and Chief Ballard, challenging on Second Amendment grounds (1) the constitutionality of Hawai’i Revised Statutes (HRS) § 134-9, which governs the process of issuance of licenses to carry concealed and unconcealed weapons in the respective counties and (2) Chief Ballard’s refusal to grant him a license for concealed carry. Second, on July 24, 2018, the United States Court of Appeals for the Ninth Circuit filed *Young v. Hawaii*, 896 F.3d 1044 (9<sup>th</sup> Cir. 2018), which held that Hawaii’s limitation, as set forth in HRS § 134-9, on the *open* carry of firearms to those engaged in the protection of life and property, violated the core of the Second Amendment and was therefore void under any level of scrutiny.

HRS § 134-9(a) provides in relevant part:

*In an exceptional case, when an applicant shows reason to fear injury to the applicant's person or property, the chief of police of the appropriate county may grant a license to an applicant . . . to carry a pistol or revolver . . . concealed on the person within the county where the license is granted. Where the urgency of the need has been sufficiently indicated, the respective chief of police may grant to an applicant . . . who . . . is engaged in the protection of life and property . . . a license to carry a pistol or revolver . . . unconcealed on the person within the county where the license is granted. . . . Unless renewed, the license shall expire one year from the date of issue.*

(Italicized and bolded emphases added.) By the statute's plain language, the decision to grant an application for a license to carry a firearm concealed or unconcealed on the applicant's person lies within the sole discretion of the chief of police. In other words, under the statute, the chief of police has a monopoly over the decision whether or not to grant licenses to carry concealed or unconcealed. It is apparent from her October 24, 2018 letter to Col. Bates that Chief Ballard does not fully apprehend the distinct statutory criteria for the granting or denial of licenses for concealed handguns, on the one hand, and unconcealed handguns, on the other, because she plainly conflates the two in her explanation of her denial of Col. Bates' application for a concealed carry license.

In *Young*, the Ninth Circuit accurately parsed HRS § 134-9 as follows:

Section 134-9 . . . allows citizens to obtain a license to carry a loaded handgun in public, either concealed or openly, under certain circumstances. . . . Respecting *concealed carry*, section 134-9 provides that "[i]n an exceptional case when an applicant shows reason to fear injury to the applicant's person or property, the chief of police . . . may grant a license to an applicant . . . to carry a pistol or revolver and ammunition therefore concealed on the person." The chief of police may, under section 134-9, grant a license for the **open carry** of a loaded handgun only "[w]here the urgency or the need has been sufficiently indicated" and the applicant "is engaged in the protection of life and property."

896 F.3d at 1048 (italicized and bolded emphases added). The *Young* court noted that "[t]he County of Hawaii has promulgated regulations to clarify that open carry is proper only when the license-holder is 'in the actual performance of his duties or within the area of his assignment.' Police Dep't of Cty. of Haw., *Rules and Regulations Governing the Issuance of Licenses* 10 (Oct. 22, 1997)." *Id.* (Emphasis in original.) It is possible that the Honolulu Police Department has promulgated and implemented no such formal Rules and Regulations.

Young's argument on appeal, the Ninth Circuit observed, was "straightforward: he asserts that the County has violated the Second Amendment by enforcing against him the State's limitations in section 134-9 on the open carry of firearms to those 'engaged in

the protection of life and property' and on the concealed carry of firearms to those who can demonstrate an 'exceptional case.'" 896 F.3d at 1049-50 (footnotes omitted). Expressly regarding Young's "straightforward" argument that HRS § 134-9 is in violation of the Second Amendment by virtue of its limitation of the right of concealed carry "to those who can demonstrate an 'exceptional case,'" the Ninth Circuit had the following to say:

While the County's police chief purportedly awaits an "exceptional case" to grant a concealed carry license, section 134-9 is effectively a ban on the concealed carry of firearms. As counsel for the County openly admitted at oral argument, *not a single concealed carry license* has ever been granted by the County. Nor have concealed carry applicants in other counties fared much better: Hawaii counties appear to have issued only *four* concealed carry licenses in the past *eighteen years*. . . . And there is no dearth of applicants. . . . Thus, . . . section does not offer a realistic opportunity for a concealed carry license.

896 F.3d at 1071 n.21 (emphasis in original) (citations omitted). Holding that "Young has indeed stated a claim that section 134-9's limitations on the issuance of open carry licensed violate the Second Amendment," the Ninth Circuit declared that, "for better or for worse, the Second Amendment does protect a right to carry a firearm in public for self-defense. We would thus flout the Constitution if we were to hold that, 'in regulating the manner of bearing arms, the authority of [the State] has no other limit than its own discretion.'" *Id.* at 1074 (footnote omitted) (brackets in original).

In light of the foregoing, the Commission's Chair (a former Deputy Prosecuting Attorney for the City & County of Honolulu and Assistant United States Attorney for the District of Hawaii) and I (a former Hawaii Supreme Court Justice and First Circuit Court Judge), the Commission's Vice Chair, are convinced that the manner in which Chief Ballard is administering her statutory authority to process applications for concealed and open carry licenses in the City & County of Honolulu, if not constitutionally defensible, could potentially precipitate one of the greatest legal catastrophes that the City & County, the State of Hawaii, and the nation have ever experienced. Accordingly, we have undertaken, in multiple open sessions of the Commission, to ascertain in detail how Chief Ballard is administering HRS § 134-9, and, in particular, whether HPD has promulgated written, formal, and constitutionally defensible rules and regulations by which the Chief's statutory authority to pass on applications for concealed and open carry of handguns can be exercised in a manner that is not arbitrary or capricious. Our attempts to obtain the information sought have been unsuccessful. To this day, we do not know what the answers to our questions are. Most notably, we do not know whether there are written, formal, constitutionally defensible rules and regulations in place pursuant to which the Chief is processing HRS § 134-9 applications. Moreover, the Commission has been given no statistics as to how many applications have been tendered to the Chief and how many applications for concealed and open carry the Chief has denied and how many the Chief has granted.

I wish to re-emphasize that what is at stake with respect to the subject of this comment is the risk that, by virtue of the manner in which Chief Ballard may be administering HRS § 134-9, the United States Supreme Court could ultimately hold that it is the law of the land that the Second Amendment generally guarantees a core, individual, and fundamental right of open and concealed carry of handguns, a potential outcome that I regard as disastrous. I sincerely hope that the Chief understands the direct relationship between the decisions that she and she alone is making now and the future legal landscape of the City & County of Honolulu, the State of Hawaii, and the nation regarding rational gun control.

-- Steven H. Levinson  
Vice Chair, Honolulu Police Commission

-- Loretta A. Sheehan  
Chair, Honolulu Police Commission

## SUMMARY

When Chief Susan Ballard assumed leadership of the Honolulu Police Department (HPD), a lengthy federal investigation and the indictment of former Chief Louis Kealoha and four officers had resulted in a loss in public trust and low officer morale. The Department was fractured and relationships with federal law enforcement agencies were strained.

Chief Ballard hit the ground running. She pulled together the men and women of HPD with a message of hope and unity. Within the boundaries of the collective bargaining agreement with SHOPO, she imposed sweeping personnel changes. She reached out to the community in a tireless effort to communicate a shift in vision from that of “warrior” to one of “guardian.” She restored relationships with federal law enforcement.

Chief Ballard crafted an extremely ambitious five year plan. The vast majority of her goals are being met. Some of these goals have come at a high cost—for example, the body camera project, and increased patrol staffing. Going forward, a cost-benefit analysis should refine continued adherence to those goals. Questions regarding the priority she places on combatting crimes against women and children surfaced during the evaluation process. Questions regarding communication and collaboration with the Office of the Prosecuting Attorney surfaced as well.

Her greatest success has been seen in issues surrounding our homeless population. Through extraordinary vision, she empowered her officers to collaborate with community providers at Institute for Human Services, the Hawaii Health Harm Reduction Center and others to launch numerous cross-sector programs, to include LEAD, the Outreach Center in Chinatown, and HELP.

Overall, Chief Ballard’s first year has been exceedingly successful. She has met the expectations of the Honolulu Police Commission.



## **Chief Ballard Performance Evaluation 2018**

**Interviews with the media from Commissioner Jerry Gibson and Commissioner Karen Chang**

Chief Ballard and her team have definitely brought a new spirit of transparency to the department. At the top level, we feel there is a sincere effort to keep the public informed about larger issues. We have also seen quick release of body cam video used to reassure the public about the appropriateness of office behavior. She has also taken a more open position, even to the point of conflict with the union, over secrecy in police discipline, which is equally as important in rebuilding public confidence in the department.

There is still work to be done with mid-level leadership and the rank and file of officers. It is still very difficult to get what should be routine and timely information about crimes in the community, motor vehicle incidents and the kinds of material that news people and the public need to know to prevent rumors and misinformation from getting out ahead of official information. This is particularly important in the environment where untruth in social media—can go viral before there is official information to correct it.

There needs to be a trained out a media protocol that helps officers and line employees at the lower levels understand what information they can share, how to respond to interview requests and how to escalate a media request to someone who can be interviewed. Right now the automatic default is to call the PIO, who may or may not be available, especially after regular hours. This would facilitate healthy day-to-day relationships with the media that will in turn build trust when there are bigger issues.

There are many large city departments across the country that put police reports on line. Our crime mapping tool has a lot of potential, but it could be better maintained and used more consistently.

Mostly, we are very excited about the prospect of improving this very important aspect of the department.

The adjectives used repeatedly during the interviews are: Open, honest, authentic and hard working.

TO: Police Commission Committee

FROM: Jerry Gibson, VP, Turtle Bay Resort  
Karen Chang, Executive Board Chair, LIVMOR Inc.

DATE: February 6, 2019

RE: Police Chief Evaluation

Please see the following comments regarding the above:

1. Peter Ho – Chairman, President & CEO, Bank of Hawaii  
“Extremely pleased with the progress Chief Ballard is making. Very progressive involved leadership approach. A breath of fresh air.”
2. Mufi Hannemann – President & CEO, Hawaii Lodging and Tourism Association  
“Very pleased with the leadership Chief Ballard has shown. Two safety initiatives that we were working with cabaret licenses and the military, that could have been detrimental to tourism, she stepped up. The Chief has made public safety a serious issue. Very hands on and constantly a public presence.”
3. Rick Egged – President, Waikiki Improvement Association  
“I think very highly of her. She works closely on Waikiki issues. HPD with constructive efforts with security cameras and rookie police patrol. Feels like she ushered in a new era at HPD.”
4. Chris Tatum – President & CEO, Hawaii Tourism Authority  
“The Police Chief has been extremely supportive of our initiatives. Publicly is always visible whether at parades, gatherings or police business. The chief has really stepped up and made us proud again.”
5. Art Gladstone – CEO, Straub and Pali Momi Medical Center, Hawaii Pacific Health  
" She is authentic, honest, hardworking, courageous, and trustworthy. Her leadership is clear.... she took over a demoralized department, took charge in a very short period. No hidden agenda. Always put the community's safety and the HPD officers' interest ahead of her own."